

NOTICE OF MEETING

Cabinet Member Signing

FRIDAY, 27TH APRIL, 2012 at 15:30 HRS – COMMITTEE ROOM 5, CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillor Lorna Reith (Deputy Leader and Cabinet Member for Children).

AGENDA

1. URGENT BUSINESS

The Cabinet Member will advise if there are any items of Urgent Business.

2. DECLARATIONS OF INTEREST

A Member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

A Member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Member's judgment of the public interest **and** if this interest affects their financial position or the financial position of a person or body as described in paragraph 8 of the Code of Conduct **and/or** if it relates to the determining of any approval, consent, license, permission or registration in relation to them or any person or body described in paragraph 8 of the Code of Conduct.

3. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests for deputations, petitions, presentations or questions, received in accordance with Standing Orders.

4. OPTIONS FOR THE FUTURE OF DIRECTLY PROVIDED CHILDREN'S HOMES (PAGES 1 - 50)

(Report of the Director of Children's Services) To consider options with regard to the future of residential provision provided for Looked After Children provided by the Council.

5. EXCLUSION OF THE PRESS AND PUBLIC

The following item is likely to be the subject of a motion to exclude the press and public as it contains exempt information, as classified under Schedule 12A of the Local Government Act 1972, relating to individuals; information which is likely to reveal the identity of an individual; and information relating to the financial or business affairs of any particular person (including the authority holding that information).

Note from the Head of Local Democracy and Member Services

Item 6 allows for the consideration of exempt information in relation to Item 4, which appears earlier within the agenda.

6. OPTIONS FOR THE FUTURE OF DIRECTLY PROVIDED CHILDREN'S HOMES (PAGES 51 - 76)

To consider exempt information contained within Item 4 above.

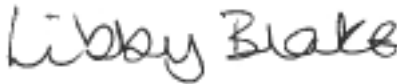
David McNulty
Head Local Democracy & Member Services
5th Floor
River Park House
225 High Road
Wood Green
London
N22 8HQ

Xanthe Barker
Principal Committee Co-ordinator
Tel: 020-8489 2957
Email: xanthe.barker@haringey.gov.uk

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Haringey Council

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|------------------------------|---|---------------------|--|
| Report for: | Cabinet Member for Children | Item Number: | |
| Title: | Options for the future of directly provided children's homes | | |
| Report Authorised by: | Director of Children's Services  | | |
| Lead Officer: | Debbie Haith, Deputy Director Children and Families | | |
| Ward(s) affected: | Report for Key Decision | | |
| All | | | |

1. Describe the issue under consideration

This report summarises the various options for the future of the residential provision provided for Looked After Children directly by the Council within the contexts of:

- The services provided by the two principle homes – Home A and Home B
- The local residential market
- The planned market position as determined by the North London Strategic Alliance developments
- The intention of the Council to move to an early intervention model, including the development of rapid response, family intervention based team(s) for families with multiple problems

2. Cabinet Member introduction

- **As Corporate Parents our duty is to ensure that we have good quality provision for our young people. We must also make sure we are getting good value for money and making best use of our resources.**



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- **Having carefully considered a number of options and studied the outcome of the consultation with both staff and young people I am happy to support the recommendation that we close these two homes.**
- **I believe there is sufficient good quality accommodation for our looked after young people in the private and voluntary sector.**
- **Preventing young people needing to come into the care system has to be a high priority and I am pleased that some of the money saved will be reinvested in early intervention services.**

3. Recommendations

It is recommended that

- the two residential homes for children – Home A and Home B are closed with effect from 1/7/12 with a proportion of the resources redirected to new rapid response services in line with the Strategic Improvement Plan.
- The properties are removed from the CYPs portfolio and a decision made on their future disposal.

This is in line with the determination to ensure that all placements for Haringey's looked after children are recognised by external assessment as good or outstanding within a short timeframe, and that we secure better value for money in service delivery.

4. Other options considered

The various options are detailed below

5. Background information

5.1 The future of the two homes has been the subject of debate for some time with concern arising in relation to quality of provision and value for money. Various models have been considered, including the redevelopment of the homes within a new approach, the closure of one home with some redirection of revenue funding to develop more early intervention services or the closure of both homes along with the development of other services. The debate has been prompted by concern that outcomes for young residents are less positive than might be expected, the homes are not well placed strategically, do not provide value for money within the current market availability of residential homes and some concerns that the homes are under used, .

Taking the concerns raised in turn:

A. That the homes are not providing good enough outcomes:

HOME A has an overall remit which is based on providing preparation for independence for older (mainly 16 years plus) teenagers. In reality, the service offered is somewhere between a traditional children's home (communal living, general provision) and some opportunities for individualised self supporting programmes. The physical layout of the building, in its present form, does not sit well with an independence – based service,



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lending itself to a traditional “home” approach with a large communal kitchen, single main living space, etc. The young people living there have pathway plans which emphasise their potential for independence training but, in reality, these are not easily met in this accommodation. The current inspection rating is satisfactory, recently having improved from inadequate. The occupancy level at the home has been at a low level (4-5) over the past two years.

HOME B aims to provide a therapeutic environment for teenagers, the core purpose being to help with longer term planning and to help young people move on, either back to a family based setting or to planned foster care services, provided either in Borough or in an independently purchased placement. There is some evidence of success in these aims with some success stories and some creative individual work with young people. However, there is insufficient evidence that these outcomes could not have been achieved in a different setting, i.e. within foster care from the outset or that the numbers of such successes are particularly high in number. The home is rated as satisfactory, recently having improved from inadequate . Occupancy has been a problem for some time.

Both homes are in favoured locations in the Borough and are both in good physical repair. The key question is whether the service is able to support these homes effectively enough to continue to improve them to good or outstanding care at a competitive cost. the answer has to be that they are not currently showing any outstanding features and are not providing anything unique which could not be provided in another setting – either other providers locally or indeed within a reframed service model with a much greater emphasis on early family based intervention.

Further investment in these homes will not produce the results we seek in a reasonable timescale, does not represent value for money and may distract from the capacity to deliver other improvements to placements for children which are current priorities.

B. Strategic positioning:

The need for increased supported living arrangements and preparation for independence for older teenagers is well researched in the Borough but Home A is not a good or sustainable resource in this respect. Equally, the offer made by Home B can be provided elsewhere either in the wider market and/or through a fundamentally redesigned service provision.

C. Market availability:

The local residential homes market is the subject of a thorough rethink via the North London Strategic Alliance (NLSA). Haringey is taking the coordinating and current lead role in this. The six Boroughs making up the Alliance are in a process of market mapping, pricing analysis and renegotiation, both with Independent Fostering Agency providers and with residential and other specialist providers. The plan is to achieve greater price and placement stability through collective arrangements across the Boroughs, utilising the increased purchasing clout this will achieve. Part of this is the creation of a set of direct and proxy measures for quality outcomes which can be woven into the contract



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arrangements with providers. There is also a current e-auction process underway for the supported living arrangements for the Borough.

Analysis undertaken with Placement Officers indicates that the internal residential homes are not the first choice when a residential placement is sought, as is the case with fostering services. The evidence is that, should the Borough choose not to directly provide residential care, there is sufficient resource available in the wider market to fill the gap. There are 9 residential homes in the Borough – 3 provided by the Council including the respite care unit for children with disabilities. The six privately run homes are graded – four as satisfactory and two as good.

The two potential problems with this approach are, of course, (a) that competitive pricing is worsened without there being a Council run comparator and (b) there is no quality comparator. On (a), competitive pricing is a myth – the unit cost of a directly provided residential place is very high in any case and, importantly, the opportunity cost of continuing to provide directly is very high, as these are resources which can go into developing “upstream” early intervention and other services if they are not tied up in “downstream” provision. As to (b), quality comparators, the internal residential homes are not good examples currently and do not hold up a standard to the independent sector.

5.3 COSTINGS

(a) Unit costs

The current unit costs of the two homes are: (Based on the base budget direct running costs of the homes and including premises related expenditure and capital charges)

Home A:

At full occupancy – £2346 per week

At average occupancy over the last year - £3754 per week

Home B:

At full occupancy: £2884 per week

At average occupancy over the last year - £3841 per week

The costs of other local similar provisions are:

Of the 6 local homes, 4 are graded at good or satisfactory and have a basic weekly price of between £1800 and £2000 per week.

If the assumption is made that the worst case scenario would be to incur replacement costs at the going local independent sector rate for the average numbers accommodated



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at the two Haringey Council homes, there is the potential for a saving of £319k in a full year at Home A and a saving of £398k in a full year at Home B. A total of £717k.

Even with an assumption that all 14 places will need to be repurchased, the saving is £249k in a full year.

The actual savings are potentially greater, as the replacement service needs of the particular young people currently at the two homes are lower than the residential rate in many cases, as the preferred placement will be in fostering or in a semi supported independent placement.

(b) Staffing

Agency staff make up approximately 60% of Home B establishment and approximately 50% of Home A. The potential redundancy costs at Home B are low at around £10,000 and around £90,000 at Home A.

5.3 OPTIONS:

There are 4 viable options –

- Stay as we are
- Redevelop the homes
- Seek another provider to run the homes
- Close one or both homes and reinvest in early intervention services

Taking these in turn:

➤ Stay as we are:

It is difficult to justify doing nothing as a viable option for the reasons stated. The homes do not fulfil a unique function and are not performing well enough at present

➤ Redevelop the homes:

It is difficult to see how the redevelopment of the services can be achieved without considerable new cost, both in terms of staff retraining, support, etc and in terms of changes to the physical layout and functioning of the homes. Good outcomes can be achieved by negotiation with other providers both within and outside of the NLSA changes underway.

➤ Seeking another provider to run the homes:

This could be viewed as a viable option if there was a confidence that a new provider would be prepared to commit considerable resource to physically revamping the homes, investing in staff retraining and development and establishing a long term relationship with the Council at no increased unit cost. This is highly unlikely to be achieved.



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- Close one or both homes and reinvest in early intervention services:

The case for the investment in more “upstream” preventative early family intervention services has been made in the emerging Strategic Improvement Plan and provides a key tenet of the planned changes to Haringey’s service profile. A dedicated new rapid response service, either independently run or directly associated with the current FIP will cost in the order of £120k revenue per year. This is based on similar models in other Boroughs with a similar demography / demand profile. Any such new service needs to be seen as a part of the overall shift to an approach which is characterised by an early response to crises, the avoidance of statutory intervention (including Police Protection Powers), intensive family support and an increased pool of in Borough foster carers.

As a core part of this new service profile, the future of in Borough residential provision as set against reinvestment in new services cannot be either economically or professionally justified. Closure of both homes would reveal direct revenue savings which could be reinvested in these new services. Some staff can be redeployed to the rapid response team roles with some modest investment in retraining and development. There is no inherent logic in closing just one home, as both can be demonstrated to not fulfil core expectations and, as outlined earlier, the risk in terms of insufficient provision is not high.

5.4 Closure programme:

A detailed closure programme was drawn up following the in principle decision to close the homes, subject to consultation and equalities impact assessments, which was made at the Cabinet meeting on 7/2/12. There were various important aspects to this:

- (i) Informing the young people living at the homes, helping and advising them on options and achieving a successful and positive move to alternative placements. This process was enhanced by extending the advocacy contract with Barnardos so they could act as advocates for the young people. This ensured objectivity in the process and gave the young people a solid platform from which they can move on to other more suitable placements. In many cases this will mean moving on to placements which encourage independence and the preparation for adulthood.
- (ii) Staff were notified of the changes and HR and legal requirements complied with. There is sufficient time built in to the proposed closure programme to ensure that staff receive proper notice and are prepared for the changes, which may include redeployment and/or retraining for some staff.
- (iii) Notifying Ofsted of the changes
- (iv) Consideration of the capital and asset effects of the closures, including plans for securing the buildings. Consideration has been given to the future use of the buildings - there are several options including:

(iv)i The sale of one or both of the homes on the open market with the capital receipt being accrued by the Council. There are no restrictive covenants or conditions upon the sale of these properties. The likely capital receipt has not been assessed but will potentially be significant for both properties as they are in favoured residential areas and have



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considerable potential for residential conversion, including parking space and adjacent land.

(iv)ii Conversion of one or both of the homes to other use within the Council.

(iv)iii Lease or rent to a third party by the Council with a consequent rental income.

The question of alternative uses within Children's and Young People's Services has been explored and there are no obvious desirable options for this. There will be a need for premises for early intervention and intensive support services as part of the service improvement plans but these properties are not well placed geographically for this. The requirement will be in the more deprived areas of the Borough. Also, the properties are large and do not lend themselves to easy or economic conversion to the types of family work envisaged.

5.1 Process Leading up to the Cabinet Decision

On 26th January 2012, the Deputy Director for Children and Families and the Head of Service for Commissioning and Placements met with staff at both Children's Homes separately and explained that there was to be a recommendation for closure. The outline of the paper was explained to staff. The paper was circulated to staff on 30th January 2012, shortly before it became a public document. On 7th February 2012 Cabinet gave the approval to commence formal consultation with staff from both homes and all resident young people. This outcome was relayed verbally to staff in both homes and to a number of the resident young people on 8th February 2012.

Since that date, the Head of Service for Commissioning and Placements has been available to meet with staff on the following dates and has visited the Homes for that reason: 20th February, 24th February, 2nd March, 7th March. Follow up emails have been issued to all staff, on 8th February, 15th February, 24th February, 28th February, 1st March, 7th March, 19th March, 20th March and 27th March. Emails outlined the process for staff and provided regular updates on available vacancies, and related processes, as requested by staff.

A two month consultation period was undertaken and ended on 13th April 2012. The consultation with young people has been facilitated and supported by Barnardos. Further details are available in the Service Delivery Equalities Impact Assessment (Appendix A) and in the report from Barnardo's describing their part of the consultation (Appendix B).

As noted elsewhere, all young people will have moved on, before any closure, as part of their existing plans. No changes to planning have been necessary for any young person as part of this process.

5.2 Current Staffing Establishment



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The list of established posts can be summarised as follows.

| Residential Home | Number of Posts | Headcount |
|-------------------------|------------------------|------------------|
| Home A | 26 | 19 |
| Home B | 18 | 9 |

5.3 Staff Consultation Process

The formal staff consultation process in connection with the proposal to close the Residential Homes commenced on 8th February 2012 and ended on 9th March 2012.

Senior Managers met with Trade Union representatives on 24th January 2012 to explain the position. Trade Union representatives were present at the meetings with staff on 26th January and 8th February 2012. A meeting was held on 23rd March 2012 to verbally feedback to staff about the consultation. A UNISON representative was also present at this meeting. The UNISON response is attached at Appendix C: The GMB did not provide a written response.

Issues discussed on 23rd March, are attached in Appendix D.

Staff were keen to be updated about potential vacancies across the service. This has taken place through the aforementioned visits and emails. Staff were encouraged to express interest (without obligation at this stage) and to complete skills audits as a means of preparing for potential redeployment. Further to this, staff have been offered training and some shadowing opportunities. Specific targeted training in CV writing and Interview Skills has been offered and a number of staff have availed themselves of this opportunity.

Upon deletion of the posts, the Council's Restructuring Policy will continue to be implemented, in which case every attempt will be made to deploy affected staff into any suitable posts that may be available.

1. Comments of the Chief Financial Officer and Financial Implications

The Table below summarises the full year revenue effect arising if the closure of the homes proceeds following consultation that was approved as part of the Council's 2012-13 budget setting process. The actual re-provision costs for the children who were accommodated at the homes is dependent upon the number and relative complexity of them. However, it should be noted that new children are not currently being placed in the homes and the number of remaining children has fallen to 3 at time of writing.

Management action is also being taken to use substantive staff effectively across the service and minimise other costs where possible. Subject to the final decision there are a small number of notice periods which extend beyond July, although the costs of this is not significant. In summary therefore it is anticipated that part year



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savings costs with effect from July remain secure pending the final decision being made.

Table 1 – Revenue Financial Impact

| Description | £000 | Proposed Treatment |
|---|-------------|--|
| Existing Residential Homes budget provision (excl. capital charges) | 1,784 | Base Budget Provision |
| Application of resources | | |
| Agreed savings 2012-14 MTFP | 500 | Savings target (MTFP) |
| Estimated re-provision costs | 1,000 | Added to placements budget (CYPS) |
| On-going property maintenance costs | 25 | Added to surplus property budget (Place & Sustain) |
| Potential additional savings | 259 | |

2. Head of Legal Services and Legal Implications

7.1 For reference comments from the previous report have been inserted.

7.2 The Council has a general duty to children in need within the Borough to provide accommodation in accordance with the criteria prescribed by Sections 20 and 21 Children Act 1989. There is no policy or Council strategy which provides that the Council must meet these obligations by direct provision. The commissioning arrangements currently in place meet the needs of the service users affected and any new arrangements should continue to meet these needs so that the Council may discharge its duties without the need for these homes.

7.3 The decision by Cabinet was taken in line with legislative requirements and was delegated to the Cabinet Member for Children so as to allow for meaningful consultation with service users, providers and other stakeholders as well as staff.

7.4 In reaching their decision Members must also have specific regard to the Council's public sector equality duty and thus should take into account the full equality impact assessments which have been completed.

7.5 The extent of the public sector equality duty on the Council is enforced by the Equality Act 2010 and particular consideration must be given to the effect of proposals on a number of specific groups within the community, defined as those with protected characteristics under the Equality Act 2010 (by reason of their ethnicity, sex, age, or disability and to the proposals made to reduce or mitigate any such effects.

7.6 A decision to close these homes will have specific consequences for the staff who are employed by the Council within the units concerned. The Council's Corporate Committee or, alternatively, officer delegation arrangements under the remit of the



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Corporate Committee, retains responsibility under the terms of the Council's Constitution for decisions regarding changes to the staffing establishment.

Members should, before making any decision concerning the closure of these units give due consideration to the completed consultation with staff and trades unions while taking into account the outcome of consultations with service users.

- 7.7 In reaching their decision Members must also have specific regard to the Council's public sector equality duty and thus should take into account the full equality impact assessments which have been completed.

3. Equalities and Community Cohesion Comments

- 8.1 Detailed Equalities Impact Assessments for Service Delivery and for staffing have been carried out in relation to these proposals and are attached as Appendix A and Appendix E

4. Head of Procurement Comments

Head of Procurement confirms no comments necessary.

10. Policy Implications

- 10.1 As detailed in report.

11 Use of Appendices

- 11.1 Appendix A – Equalities Impact Assessment - Service Delivery
- 11.2 Appendix B – Service User Consultation Response from Barnardo's (**Exempt**)
- 11.3 Appendix C – UNISON Trade Union response to consultation
- 11.4 Appendix D – Minutes from feedback session on outcomes of consultation (to staff) – 23rd March 2012. (**Exempt**)
- 11.5 Appendix E - Equalities Impact Assessment – Staff.

12 Local Government (Access to Information) Act 1985

N/A.

HARINGEY COUNCIL
EQUALITY IMPACT ASSESSMENT FORM
for service delivery



Service: Children and Families

Directorate: Children and Young People's Service

Title of Proposal: Options for the Future of Directly Provided Children's Homes

Lead Officer (author of the proposal): Debbie Haith

Names of other Officers involved: Jen Johnson, Tom Fletcher, Arleen Brown

Statement of purpose

In making this proposal, we have been mindful of our public sector equality duty to have due regard to the need to:

- eliminate discrimination;
- advance equality of opportunity between different groups and;
- foster good relations between groups in Haringey.

In addition we are committed to ensuring that we promote social inclusion in all council services making sure that they address the needs of those vulnerable residents who rely most heavily on them. The most socially excluded residents predominantly have the protected characteristics defined in the Equality Act 2010.

The purpose of this assessment is to:

- a) Identify whether and to what extent this proposal: could produce disadvantage or enhance opportunity for any groups with the protected characteristic defined in the Equality Act 2010;
- b) Establish whether the potential disadvantage is significant enough to call for special measures to remove or reduce the disadvantage;
- c) Identify and set out the measures that will be taken to remove or reduce the disadvantage;
- d) Where mitigation measures are not possible, to set out and explain why;
- e) To ensure that Members are fully aware of the implications the proposal may have for the Council's public sector equality duty before they decide on the proposal.

Step 1 - Identify the aims of the Proposal

State:

- a) What problems the proposal is intended to address**
- b) What effects it is intended to achieve**
- c) Which group(s) it is intended to benefit and how**

The proposal set out in the Cabinet report 'Options for the Future of Directly Provided Children's Homes' is for consultation on the closure of the two Local Authority run children's homes in Haringey. On 7th February 2012, Cabinet delegated the final decision to the Cabinet Member for Children to be taken after consideration of the results of the equality impact assessment (EqIA) and consultation with staff, service users and other stakeholders.

The proposals have been developed in response to concerns that outcomes for young residents are less positive in some cases than might be expected, the homes are not well placed strategically, do not provide value for money within the current market availability of residential homes, and are under used. It is believed that there is sufficient good quality accommodation for Haringey's looked after young people in the local private and voluntary sector and that some of the money saved can be reinvested in early intervention services to help prevent young people entering the care system. The intention is to provide care at a higher quality than previously provided for this group. This is in line with the determination to ensure that all placements for Haringey's looked after children are recognised by external assessment as good or outstanding within a short timeframe, and to secure better value for money in service delivery.

The timescales of these proposals and the short/medium term statements of purpose of the homes, mean that the children resident at Homes A and B will have already finished their placements at the homes and moved into their new placements as part of their existing plans ahead of any proposed closures and would not therefore be impacted by the proposals. No changes to planning have been necessary for any young person as part of this process. The proposed closures will therefore only affect a small number of children (up to a maximum of 14 across both homes at any one time) who may have in future been placed in these homes.

The Council has a general duty to children in need within the Borough to provide accommodation in accordance with the criteria prescribed by Sections 20 and 21 of the Children Act 1989. However, the council is not required to fulfil this duty through direct provision.

Context

Home A has an overall remit to provide medium to long-term placements for children and young people and placements in this home are for between 12 and 18 months. In reality the service has worked with older young people (15+ years) whose care plan is to move to semi-independence. It provides some opportunities for individualised self supporting programmes. The physical layout of the building, in its present form, does not sit well with an independence-based service, lending itself to a traditional "home" approach with a large communal kitchen, single main living space, etc. The young people living there have pathway plans which emphasise their potential for independence training but, realistically, these are not being met. The current Ofsted inspection rating is satisfactory, recently having improved from inadequate.

The occupancy level at the home is currently standing at 5 places out of 8 filled but this masks the general pattern over the last 2 years of the home running at a low level of occupancy.

Home B aims to provide a therapeutic environment for teenagers, the core purpose being to help with longer term planning and to help young people move on, either back to a family based setting or to planned foster care services provided either in Borough or in an independently purchased placement. Placements in Home B are for 3 months with the possibility to extend to 5 months. There is some evidence of success in these aims with some success stories and some creative individual work with young people. However, there is a view that the majority of young people currently resident could have these aims met within less costly provision, i.e. within foster care from the outset or supported lodgings. The home is rated as satisfactory, recently having improved from inadequate.

Occupancy has risen in recent times and currently stands at 5 places out of 6, but again, this is a relatively new pattern with consistent under occupancy over the last 3 years.

Analysis demonstrates that the cost of direct provision through Homes A and B is not competitive against other available provision within the same area where the Ofsted rating of quality of provision is equivalent or higher.

The current unit costs of the two homes are: (Based on the base budget direct running costs of the homes and including premises related expenditure and capital charges)

Home A :

At full occupancy – £2346 per week

At average occupancy over the last year - £3754 per week

Home B :

At full occupancy: £2884 per week

At average occupancy over the last year - £3841 per week

The costs of other local similar provisions are:

Of the 6 local homes, 4 are graded at good or satisfactory and have a basic weekly price of between £1800 and £2000 per week.

If the assumption is made that the worst case scenario would be to incur replacement costs at the going local independent sector rate for the average numbers accommodated at the two Haringey Council homes, there is the potential for a saving of £319k in a full year at Home A and a saving of £398k in a full year at Home B. A total of £717k.

Even with an assumption that all 14 places will need to be repurchased, the saving is £249k in a full year. The actual savings are potentially greater, as the replacement service needs of the particular young people currently at the two homes are lower than the residential rate in many cases, as the preferred placement will be in fostering or in a semi supported independent placement.

It should be noted that the additional savings referred to are over and above the funding required for re-providing placements for young people in the local private sector and will not therefore impact on the resource that a young person needing a placement will receive.

Step 2 - Consideration of available data, research and information

You should gather all relevant quantitative and qualitative data that will help you assess whether at present, there are differential outcomes for the different equalities target groups – diverse ethnic groups, women, men, older people, young people, disabled people, gay men, lesbians and transgender people and faith groups. Identify where there are gaps in data and say how you plug these gaps.

In order to establish whether a group is experiencing disproportionate effects, you should relate the data for each group to its population size. The Haringey [Borough Profile of Protected Characteristics](#) (can be found on the Website) will help you to make comparisons against Haringey's population size.

2 a) Using data from equalities monitoring, recent surveys, research, consultation etc. are there group(s) in the community who:

- **are significantly under/over represented in the use of the service, when compared to their population size?**
- **have raised concerns about access to services or quality of services?**
- **appear to be receiving differential outcomes in comparison to other groups?**

The timescales of these proposals and the short/medium term statements of purpose of the homes, mean that the children currently resident at Homes A and B will have already finished their planned placements at the homes and moved into their new placements ahead of any proposed closures and would not therefore be impacted by the proposals. The proposed closures will therefore only affect a small number of children (up to a maximum of 14 across both homes at any one time) who may have in future been placed in these homes.

The tables that follow are based on the total number of young people who have been resident at Homes A and B over the last two years and the profile of all Haringey Children in Care as at September 2011. These measures taken together provide an indicator of the profile of young people who would in future potentially be placed at one of these homes.

For gender and ethnicity, data from the school census is used as the measure for comparison in preference to census data from 2001.

Age

| Age | No. young people resident in homes A & 2010-2012 | % young people 2010-12 | No. CiC September 2011 | % CiC September 2011 | % Mid-year Haringey population estimates 2009 |
|---------|--|------------------------|------------------------|----------------------|---|
| Under 1 | | | 32 | 5.2% | 8% |
| 1 | | | 33 | 5.3% | 8% |
| 2 | | | 29 | 4.7% | 8% |
| 3 | | | 26 | 4.2% | 7% |
| 4 | | | 26 | 4.2% | 7% |
| 5 | | | 24 | 3.9% | 6% |
| 6 | | | 25 | 4.0% | 6% |
| 7 | | | 26 | 4.2% | 6% |
| 8 | | | 25 | 4.0% | 5% |

| | | | | | |
|--------------|----|--------|-----|--------|------|
| 9 | | | 31 | 5.0% | 4% |
| 10 | | | 21 | 3.4% | 4% |
| 11 | | | 32 | 5.2% | 5% |
| 12 | 1 | 1.7% | 33 | 5.3% | 4% |
| 13 | 9 | 15.3% | 40 | 6.5% | 5% |
| 14 | 11 | 18.6% | 42 | 6.8% | 4% |
| 15 | 19 | 32.2% | 48 | 7.7% | 4% |
| 16 | 16 | 27.1% | 57 | 9.2% | 5% |
| 17 | 3 | 5.1% | 70 | 11.3% | 5% |
| Total | 59 | 100.0% | 620 | 100.0% | 100% |

Source: Haringey Mid-year population estimates 2009

The remit of Home A is to provide placements for children aged 12-16 years, and Home B 13-17 years old the highest proportion of residents over the last 2 years have been aged 15 and 16.

The CiC profile shows that compared to the wider Haringey population, the CiC population is generally older (children aged 9 and 11-17 are over represented compared to the wider population) and children aged 10 and under 9 years old are underrepresented compared to the wider Haringey population.

Gender

| Gender | No. young people resident in homes A & 2010-2012 | % young people 2010-12 | No. CiC September 2011 | % CiC September 2011 | Haringey School Population |
|--------------|--|------------------------|------------------------|----------------------|----------------------------|
| F | 30 | 50.8% | 259 | 41.8% | 48.8% |
| M | 29 | 49.2% | 361 | 58.2% | 51.2% |
| Total | 59 | | 620 | | |

Source: Haringey Pupil Level Annual Census January 2011

The proportion of males and females resident in Homes A and B over the last 2 years is approximately equal (49.2% and 50.8%), which relates to 29 and 30 young people respectively. The CiC profile shows that there is a relatively higher proportion of males in care than females in Haringey and they are over represented when compared to the Haringey School Population (58.2% compared to 51.2%).

This shows that the homes have taken a higher proportion of females over the last 2 years, relative to the wider CiC population and Haringey School population.

Ethnicity

| Ethnicity | No. young people resident in homes A & 2010-2012 | % young people 2010-12 | No. CiC September 2011 | % CiC September 2011 | Haringey School Population |
|----------------|--|------------------------|------------------------|----------------------|----------------------------|
| Asian | 7 | 11.9% | 33 | 5.3% | 6.5% |
| Black | 21 | 35.6% | 252 | 40.6% | 29.8% |
| Mixed | 7 | 11.9% | 89 | 14.4% | 10.2% |
| Other | 5 | 8.5% | 32 | 5.2% | 7.3% |
| White UK | 11 | 18.6% | 151 | 24.4% | 18.4% |
| White Other | 8 | 13.6% | 63 | 10.2% | 24.6% |
| No information | - | - | - | - | 3.2% |

Source: Haringey Pupil Level Annual Census January 2011

Over the last 2 years, the highest proportion of children resident at Homes A and B have been of black ethnicities (35.6%), this is higher than the wider school population (29.8%) but lower than the wider CiC population (40.6%). Young people of Asian ethnicities are over represented compared to both the wider school profile and CiC population – 11.9% compared to 6.5% and 5.3% respectively. White UK children (13.6%) are under represented compared to both the wider school population (24.6%) and the wider CiC population (24.4%).

Disability

There were no young people with a disability resident at Homes A or B during the period Jan-April 2012. Data for residents over the past 2 years is not available. Analysis shows that 3.5% of children in care in 2011 were declared as disabled, this is an under representation when compared with the wider borough profile of 7.6%.

Haringey Council does not collect information on the following equality strands and assessment of impact on these service user groups is not therefore possible:

- Gender Reassignment
- Religion/ Belief
- Sexual Orientation
- Maternity & Pregnancy

2 b) What factors (barriers) might account for this under/over representation?

The data shows that girls, and young people of asian ethnicities are over represented in the population of young people resident at homes A and B over the last two years compared to both the wider Haringey CiC population and the Haringey school population. Children of black ethnicities are over represented compared to the wider school profile but under represented compared to the wider CiC population and the highest proportion of residents over the past 2 years were aged 15 and 16.

The placement of young people in Homes A and B is based on the individual needs of each child according to their individual care plan. The core purpose of the homes to some extent therefore determines the population of children who are placed there. The core purpose of these homes as set out in part 1 is to help young people aged 12-17 young people move on, either back to a family based setting or to planned foster care services or to support them in a move to semi-independence.

The factors that sit behind why children are taken into care, and particularly why some children are more likely to be in care, are complex and not within the scope of this EqIA.

2c) What other evidence or data will you need to support your conclusions and how do you propose to fill the gap?

No further data is required.

2d) What barriers and factors might account for under/over representation?

See 2b) above

Step 3 - Assessment of Impact

Using the information you have gathered and analysed in step 2, you should assess whether and how the proposal you are putting forward will affect any of the existing barriers facing people who have any of the characteristics protected under the Equality Act 2010. State what actions you will take to address any potential negative effects your proposal may have on them.

3 a) How will your proposal affect existing barriers? (Please tick below as appropriate)

| | | |
|---------------------------|---------------------------|-------------------|
| Increase barriers? | Reduce barriers? x | No change? |
|---------------------------|---------------------------|-------------------|

Comment (Whichever is applicable, explain why)

It should be noted that the timescales of these proposals and the short/medium term statements of purpose of the homes, mean that the children resident at Homes A and B will have already finished their planned placements at the homes and moved into their new placements ahead of any proposed closures and would not therefore be impacted by the proposals. The proposed closures will therefore only affect a small number of children (up to a maximum of 14 across both homes at any one time) who may have in future been placed in these homes. It is not possible to accurately predict the profile of these children. However the analysis of young people resident at the homes over the last two years shows that girls and young people of Asian ethnicities are over represented compared to the wider CiC population. Analysis of the Haringey children in care population in 2011 indicates that children of black ethnicities, aged 11-17 years old and males are over represented in the Haringey CiC population when compared to the wider Haringey population.

The intention of these proposals is to provide care at an equivalent or higher quality than previously for the group of young people who in future would otherwise have been placed in these homes. An increased need for supported living arrangements has been identified to support preparation for independence for the older teenagers in this group. Currently Home A is not a good or sustainable resource in this respect and as such the proposals offer the opportunity to provide more appropriate provision for these young people for example through semi-independent and integrated supported housing arrangements and fostering placements or where appropriate placement in a privately run home.

Analysis undertaken with Placement Officers indicates that the internal residential homes are not the first choice when a residential placement is sought. The evidence is that, should the Borough choose not to directly provide residential care, there is sufficient resource available in the wider market to fill the gap. There are 9 residential homes in the Borough – 3 provided by the Council including the respite care unit for children with disabilities. Under these proposals, the only Council run home that would remain would be the respite care unit. Of the six privately run homes, four are graded as satisfactory and two as good.

Key to ensuring that the Council's public sector equality duty is discharged both under current arrangements, and these proposals, are the close links between placements and allocated social workers, monitoring and evaluation processes, and external assessment. All children's residential homes are subject to inspection by Ofsted. The new Ofsted Framework clearly sets out that equality and diversity are a critical aspect across the evaluation schedule, which inspectors will take into account across all judgement areas and report on throughout the

inspection.¹ Haringey Children and Young People's Service are committed to ensuring that within a short timeframe, all placements for Haringey's looked after children are recognised by external assessment as good or outstanding. Where young people are placed in semi-independent placements which are not subject to the same level of regulation, improved systems for monitoring and evaluation are being put in place, including in relation to equality and diversity. Where this relates to contracted and commissioned services, this will be embedded into tenders, ensuring providers are aware of their roles and responsibilities in relation to the public sector equalities duty, particularly with regards to the protected characteristics overrepresented in the CiC population.

3 b) What specific actions are you proposing in order to reduce the existing barriers and imbalances you have identified in Step 2?

Young people in care are, by definition, one of the borough's most vulnerable groups and therefore any proposed changes to their placement arrangements will need to be carefully consulted on. This process will be enhanced by engaging an independent agency to act as advocates for the young people. This is being achieved by extending the advocacy contract with Barnardo's in order that we ensure objectivity in the process, giving the young people a solid platform from which they can provide their views on the proposals.

Integral to the selection of a child's placement is ensuring that the child's ethnic origin, cultural background, religion and language are considered and respected. This is one of the key principles set out further in the Council's forthcoming Permanency Strategy which establishes the principles and values inherent to all planning for children's permanence.

3 c) If there are barriers that cannot be removed, what groups will be most affected and what Positive Actions are you proposing in order to reduce the adverse impact on those groups?

Inline with local and National priorities² the additional savings realised by this proposal will support an overall shift to more upstream preventative early family intervention services across the Children and Young People's Service. This would include further development of family support services and services for families with multiple problems in order to help prevent young people entering the care system in the first place.

Many of these services and projects will be delivered through the CYPS Strategic Improvement Plan (SIP), linked to the Early Help, Parenting and Family Support and Families with Multiple and Complex Needs strands. Some elements are already in place, including the commissioning of the Multi-Systemic Therapy service which was launched on the 1st April 2012 and will work with up to 30 young people who are on the edge of care and custody. Also in place is a pilot project focussing on responding to the needs of this same group of children and young people. The project involves referral of young people aged 13 – 19 who have come to the attention of the First Response Service to the Youth, Community and Participation Service. These are young people about whom a professional (or a parent/carer) has enough concerns to contact First Response but who do not meet the criteria to receive a service from First Response. On referral, the service works with each young person on a one-to-one basis to identify actions that will lead to their engagement in positive activities, reduce risky behaviour and improve relationships with their families.

¹ Ofsted Framework for the inspection of children's homes for inspections from 1 April 2012

² *Early Intervention: Smart Investment, Massive Savings* The Second Independent Report to Her Majesty's Government Graham Allen MP

It should be noted that the additional savings referred to, are over and above the funding required for re-providing placements for young people in the local private sector and will not therefore impact on the resource that a young person needing a placement will receive. These proposals do not impact on any of the other services provided for young people in the care of the Local Authority and young people in care will continue to be supported through their individual care plans and services such as the Virtual School, leaving care services as appropriate and participation programmes such as the Children in Care Council.

Step 4 - Consult on the proposal

Consultation is an essential part of an impact assessment. If there has been recent consultation which has highlighted the issues you have identified in Steps 2 and 3, use it to inform your assessment. If there has been no consultation relating to the issues, then you may have to carry out consultation to assist your assessment.

Make sure you reach all those who are likely to be affected by the proposal. Potentially these will be people who have some or all of the characteristics listed below and mentioned in the Equality Act 2010:

- Age
- Disability
- Gender Re-assignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race, Religion or Belief
- Sex (formerly Gender) and
- Sexual Orientation

Do not forget to give feedback to the people you have consulted, stating how you have responded to the issues and concerns they have raised.

4 a) Who have you consulted on your proposal and what were the main issues and concerns from the consultation?

Staff – Staff and union consultation took place between 8th February and 9th March 2012. The main issues raised were around service delivery and can be found with management responses (in bold italics) below. The full consultation notes and management responses can be found in Appendix A and B of the report to Corporate Committee (15th May 2012).

- Some children received at the children's homes are very difficult to deal with and they wouldn't necessarily fit into a foster care environment.
Specialist trained foster carers will be developed and recruited to meet the needs of any young person who needs foster care.
- The availability and capacity of Haringey foster carers
The service is currently strengthening commissioning arrangements with Independent Fostering Agencies to secure additional capacity.
- The assumption is that it is cheaper to use other Private and Voluntary Sector homes and however staff suggested that they believe there are hidden costs.
Additional costs (such as the differential in 1:1 staffing where needed) are minimal and can be negotiated. Overall, savings are very significant compared to the cost of running the LA children's homes.
- A need for short term bed space
We are working to equip foster carers who can respond to emergencies and can deal with specialist/difficult situations.

- Staff raised concerns about closing homes before early intervention set up
There are a number of aspects of the early intervention work that are already in place and currently being developed:
 - ***The number of children in care has reduced by 50 over the last 6 months.***
 - ***We are examining our care population to make sure that the right young people are in care and that young people can be supported at home where that is safe.***
 - ***We have increased the number of fostering arrangements***
 - ***33 family members have had children placed with them in the last year.***
 - ***The Multi-systemic Therapy project commenced on 1st April and will work with 30 young people.***

Service User – Consultation with young people resident at Homes A and B was undertaken between 8th February and 13th April 2012. Some sessions were facilitated by Barnardo's in addition to meetings with the Head of Service for Commissioning and Placements and as part of ordinary meetings with staff at the homes.

Barnardo's sessions are described here:

- Focus Group discussion at both children's homes on 8th Feb 2012 – 1.5hrs per home, with three residents from Home A, and five residents from Home B. At both homes young people indicated that they would like a piece of flip chart to be left with them so they could add any comments between Barnardo's visits. The young people were also left the Barnardo's staff contact cards- incase they wished to contact them to arrange a one to one session or if they had any questions.
- Individual consultations were offered on 15th Feb 2012 at both children's homes in the form of one-to-one consultation or via a questionnaire provided. None of the young people took up the offer for one-to-one interviews, however three young people completed questionnaires. All other young people were provided with the questionnaire.
- Visits to both children's homes on 29th Feb 2012 to provide another opportunity for young people to express views and to collect any further completed questionnaires or undertake one to one sessions.
- Young people provided with an opportunity to review the final report to make sure they are happy with it.

The report summary is below:

In summary, broadly speaking most of the young people who took part in the consultation did not feel the closure of the homes would have a significant impact on them individually; however there was agreement that Children's Homes were an important resource for young people who found foster care a difficult environment to live in.

The support and friendship young people could derive from each other was consistently mentioned and was seen as a significant benefit of living in the Children's Homes.

Some young people were very conscious of the historical importance of one of the Children's Homes for themselves and other young people who had lived there over the decades. There were some thoughtful suggestions for future use of the buildings which mainly focussed on keeping these as a resource for the children and young people of Haringey.

Although most of the young people consulted with expressed an interest in marking the closure of the Children’s Homes, there was no real consensus regarding what form this might take.

Overall, it was apparent that the young people appreciated the consultation process and at times were passionate and enthusiastic about sharing their views. It is clear that if the recommendation to close the Children’s Homes is agreed then young people would like information to be shared with them in a timely fashion and they would also like to be involved where possible in planning for the closure of the Children’s Homes.

In total, 10 young people placed in Homes A and B at the time of consultation contributed to the process. The profile of the young people consulted was:

| Ethnic Group | % |
|-------------------------|----------|
| Other | 10% |
| Mixed | 30% |
| White British | 20% |
| White Irish | 20% |
| Black British/Caribbean | 20% |

| Age | % |
|------------|----------|
| 13 | 10% |
| 14 | 30% |
| 15 | 20% |
| 16 | 0% |
| 17 | 40% |

| Gender | % |
|---------------|----------|
| Female | 60% |
| Male | 40% |

| Disability | % |
|-------------------|----------|
| Yes | 0% |
| No | 100% |

4 b) How, in your proposal have you responded to the issues and concerns from the consultation?

Please see 4 a) for response to concerns raised through the staffing consultation. Resulting actions in relation to specialist foster carer development and training; and increasing foster carer numbers are set out in the action plan.

Management response to the service user consultation

The young people’s contribution to the future of service provision is valuable and will also be used in relevant contexts in other service planning such as commissioning placements and planning support services. There were also some issues raised in consultation which will be taken up with individual young people about the impact of their own experiences.

This consultation with young people did not provide any information which would impact on the closure of the homes and the young people were particularly clear about the lack of impact on them personally.

4 c) How have you informed the public and the people you consulted about the results of the consultation and what actions you are proposing in order to address the concerns raised?

Young People will receive individual letters summarising the response and be given the opportunity to meet with the Head of Service at the homes for discussion.

The Committee Report and this EqlA are intended to be public documents and will be published accordingly.

Step 5 - Addressing Training

The equalities issues you have identified during the assessment and consultation may be new to you or your staff, which means you will need to raise awareness of them among your staff, which may even training. You should identify those issues and plan how and when you will raise them with your staff.

Do you envisage the need to train staff or raise awareness of the equalities issues arising from any aspects of your proposal and as a result of the impact assessment, and if so, what plans have you made?

Any staff member affected by the restructure will be fully supported through the Council's package of HR support.

The training implications of these proposals relate to the development and recruitment of specialist foster carers who are able to meet the needs of any young person who may require a foster placement, including those with challenging behaviours. In addition all commissioned and contracted provision need to be made aware of their roles and responsibilities in relation to the public sector equalities duty, particularly with regards to the protected characteristics overrepresented in the CiC population. This will be embedded into tenders.

Step 6 - Monitoring Arrangements

If the proposal is adopted, there is a legal duty to monitor and publish its actual effects on people. Monitoring should cover all the protected characteristics detailed in Step 4 above. The purpose of equalities monitoring is to see how the proposal is working in practice and to identify if and where it is producing disproportionate adverse effects and to take steps to address those effects. You should use the Council's equal opportunities monitoring form which can be downloaded from Harinet. Generally, equalities monitoring data should be gathered, analysed and report quarterly, in the first instance to your DMT and then to the Corporate Equalities Board.

What arrangements do you have or will put in place to monitor, report, publish and disseminate information on how your proposal is working and whether or not it is producing the intended equalities outcomes?

▪ ***Who will be responsible for monitoring?***

Overall responsibility for outcomes for Children in Care sits with the Corporate Parenting Advisory Committee and outcomes are monitored as part of the work of the Commissioning and Placements Service and Children in Care Service. Responsibility for ensuring educational attainment lies within the network around the child and the Virtual School has responsibility to promote good educational outcomes for all children in care.

▪ ***What indicators and targets will be used to monitor and evaluate the effectiveness of the policy/service/function and its equalities impact?***

Individual Placement monitoring

- Every child in care has a Care Plan which includes a Personal Education Plan against which progress is monitored and measured. LAC reviews, carried out by Independent Reviewing officers take place within 10 days of entry to care then 28 days then at least 6 monthly. These reviews look at the implementation of the whole Care Plan.
- Children in Care placements are allocated and monitored by the Resources Panel and children with complex needs whose placements are joint funded are reviewed at Complex Care Panel. These Panels are both funding panels that deal with resourcing of Care Plans, however particularly in the Complex Care Panel, they may also offer case advice.
- Children in Care receive annual health assessments
- Safeguarding Panel agrees and reviews all children who are likely to come into care or have just come into Care.
- The Children in Care Council also ensures that CiC can feed into service delivery and development

Provision monitoring

- All foster carers (internal or external) are annually reviewed according to Fostering Regulations.
- All children's homes are inspected by Ofsted approximately 6 monthly. All children's homes are also required to have 12 visits under Regulation 33 per year. Additionally, the placements team routinely undertake spot checks of placements, especially where there may be concerns.

Local and National Indicators

- No. of Children in Care
- No. of children leaving care
- No. who started to be looked after during a year
- No. who ceased to be looked after during a year + length of time in care
- Placement type and placement location (by authority)
- Distance between home and placement
- Placement stability
- No. of days in care
- School attendance
- GCSE results at KS4
- Young Person Employed/ in Education and or /in Training on 19th birthday
- % care leavers in suitable accommodation

▪ ***Are there monitoring procedures already in place which will generate this information?***

Yes, all indicators are monitored through Commissioning and Placements, Children in Care, The Virtual School and the corporate Policy and Performance team.

▪ ***Where will this information be reported and how often?***

The Sufficiency Dataset is produced twice a year and reports against the above indicators for Children and Families senior management.

Step 7 - Summarise impacts identified

In the table below, summarise for each diversity strand the impacts you have identified in your assessment

| Age | Disability | Race | Sex | Religion or Belief | Sexual Orientation | Gender Reassignment | Marriage and Civil Partnership | Pregnancy and Maternity |
|--|---------------------------------------|--|---|--|--|--|--|--|
| The remit of Home A is to provide placements for children aged 12-16 years, and Home B 13-17 years old the highest proportion of residents over the last 2 years have been aged 15 and 16. | No disproportionate impact identified | Over the last 2 years, the highest proportion of children resident at Homes A and B have been of black ethnicities. Young people of Asian ethnicities are over represented compared to both the wider school profile and CiC population. | Homes A and B have taken a higher proportion of females over the last 2 years, relative to the wider CiC population and Haringey School population. In contrast, males are over represented in the wider CiC population when compared to the Haringey School Population. | Information not collected by service – No disproportionate impact identified | Information not collected by service – No disproportionate impact identified | Information not collected by service – No disproportionate impact identified | Information not collected by service – No disproportionate impact identified | Information not collected by service – No disproportionate impact identified |

Step 8 - Summarise the actions to be implemented

Please list below any recommendations for action that you plan to take as a result of this impact assessment.

| Issue | Action required | Lead person | Timescale | Resource implications |
|--|---|---|----------------------------|---|
| Consultation | Full stakeholder and service user consultation to be undertaken | Deputy Director, Children and Families. HoS Commissioning and Placements | February 2012 – April 2012 | Within service resources |
| Consultation response | Individual response letters and an opportunity to meet with the HoS for all young people involved in the consultation | HoS Commissioning and Placements | April 2012 | Within service resources |
| Ensure adequate support and advocacy available for young people | Explore potential for extending current Barnardo's advocacy contract | Deputy Director, Children and Families. HoS Commissioning and Placements | February 2012 | To be identified |
| Further develop preventative early family intervention services across the Children and Young People's Service in order to help prevent young people entering the care system. | e.g. Multi-systemic Therapy model for children on the edge of care and custody | Deputy Director, Children and Families and Assistant Director, Safeguarding. | December 2012 | Reinvestment of resources realised by this proposal |
| Ensure tenders facilitate high quality placements that meet | Embed high quality monitoring and evaluation | HoS Commissioning and Placements | April 2012 onwards | Within service resources |

| | | | | |
|--|---|----------------------------------|-----------------------|--------------------------|
| the needs of all young people, particularly in terms of protected characteristics | expectations into semi-independent and integrated supported housing tenders | Commissioning Manager, CYPS | | |
| Meeting the needs of all young people, including those with challenging behaviours who may not otherwise fit into a foster care environment. | Recruitment and training of specialist foster carers to meet the needs of any young person who needs foster care. | HoS Commissioning and Placements | April – December 2012 | Within service resources |
| Increase foster carer numbers in Haringey | Strengthen commissioning arrangements with Independent Fostering Agencies to secure additional capacity. | HoS Commissioning and Placements | Ongoing | Within service resources |
| Ensuring issues related to protected characteristics such as ethnicity and culture are at the heart of planning for children. | Development and implementation of the key principles of the forthcoming Permanency Strategy. | HoS Children in Care | 2012 | Within service resources |

Step 9 - Publication and sign off

There is a legal duty to publish the results of impact assessments. The reason is not simply to comply with the law but also to make the whole process and its outcome transparent and have a wider community ownership. You should summarise the results of the assessment and intended actions and publish them. You should consider in what formats you will publish in order to ensure that you reach all sections of the community.

When and where do you intend to publish the results of your assessment, and in what formats?

The staffing and service delivery EqIA's will be available on the Council's web pages and will be published as part of the final report to the Lead member.

Assessed by (Author of the proposal):

Name:

Designation:

Signature:

Date:

Quality checked by (Policy, Equalities and Partnerships Team):

Name: Arleen Brown and Helena Pugh

Designation: Senior Policy Officer/Policy and Equalities Manager

Signature: *Helena Pugh*

Date: 16/04/12

Sign off by Directorate Management Team:

Name:

Designation:

Signature:

Date:

Ref: IA\PI\PEP\EQUALITIES\equalities impact assessment for service delivery template (update November 2011)

APPENDIX C

Home B and Home A staff comments on closure proposal

Members reject the council's position that it is necessary to close Haringey's 2 children's homes. Members believe that the council has deliberately allowed the 2 homes to reach the point where they are deemed to be unfit for purpose.

They are disappointed that management have not only failed them as employees, but have failed the young people for whom these homes are here to serve.

Staff believe that management have falsely presented the homes Ofsted rating, whilst masking their own failings. Both Ofsted reports clearly state that the quality of care the young people receive is good as were their outcomes. But it was the failings of management that ultimately effected the homes overall rating.

Staff do not expect that it would cheaper and more cost effective to use private homes and believe that this is a short sighted view and would like the evidence to demonstrate this.

Staff believe that there are various hidden costs that the council have not factored in:

Assessment costs

Cost of relocating the young people

Increased cost to social workers visiting young people in out of borough placements

Increased cost for education

Actual quality of care the young people may receive in these private homes.

Staff question the prices quoted and suggest that this can be only possible if you are comparing like for like and considering the service that HOME A and HOME B provide, can it be said that any of these homes are able to provide the flexible service that they do. Catering for young people that are known fire starters, gang members, involved in knife crime etc.

Staff equally refute the suggestion that these homes would be able to properly provide or manage the needs of these young people. The council has not taken into consideration the fact that many of the young people who have been placed at HOME B and HOME A, had previously been placed in some of these private homes. Homes that could not manage these young peoples presenting behaviours and issues.

HOME A and HOME B, have had both the strength and flexibility to adapt to the changing needs of the young people.

Both have proven to work in the community and have developed a better level of communication with the young people and their families.

Can a private home provide this?

It is with dismay that staff are being told that these homes are not cost effective. They ask what cost does the council place on severed attachments these young people will experience when they inevitably have to be sent out of borough? What cost to

their severed roots, disrupted education? What cost to the struggle associated with re integration when they are then brought back into their own communities? What cost to the stability that these young people require?

Staff are concerned that the plan to close these homes before setting up an early intervention service(as described in the council's proposal) will have a detrimental effect on Haringey's young people.

- Where will this service be situated?
- What form will it take?
- How will it function?
- When will it be put into place
- What will the structure look like?
- How does this service differentiate from the FIP service.

Given that there is an 18 month waiting list for FIP and referral is on a voluntary basis.

Staff are equally concerned that as a LA, it will still require at least some short term bed space, particularly for those emergency situations, which is generally how these young people are placed. Most are placed via a PPO.

We all know that Haringey does not have an abundance of suitable skilled and qualified foster carers that are willing to accept the type of young people that HOME B and HOME A manage.

Staff believe it would be more effective to first set up the rapid response and early intervention service, before closing these homes, since most of the staff already have the skills to carry out this work. This is in preference to losing the valuable resources that Haringey already has, to redundancy. Indeed one of these houses could be used to provide this service.

Finally staff also believe that costs could be reduced by enabling the homes to resource their equipment on the open market, rather than through the procurement system which only allows them to purchase the things that they need from a limited source. This would not only enable them to shop around, but get value for money. Thereby reducing some of the overheads.

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Haringey Council

Equalities Impact Assessment (EqIA) for Organisational Restructures affecting Staff only

Please note that if there is an impact on Service provision a separate EqIA template needs to be completed for Service Reviews – see the website.

Notes and Statement of purpose

The Equalities Impact Assessment for service restructures should assess the likely impact of restructuring on protected equalities groups of employees by: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (gender), sexual orientation.

The assessment is to be completed by the business unit manager with advice from HR. It is to be undertaken by an assessment of the basic employment profile data and then answering a number of questions outlined below.

There is an Excel template that accompanies the EqIA Service Restructure template on Harinet. This is to help you complete the tables of staff information and % calculations. You will also find the latest Annual Council Employee Profile on Harinet (based on data for a financial year) to help complete the council and borough profile information. Ask the HR Metrics team – x3346 - if you cannot find it.

| |
|---|
| Date: 8 th February 2012 |
| Service under review: Children and Families – Commissioning and Placements - Residential Homes |
| Directorate: Children and Young People’s Service |
| Lead Officer/s (author(s) of the proposal) and contact details: Debbie Haith Deputy Director Children and Families |
| Contact Officer/s (Responsible for enquiries and actions): Wendy Tomlinson Head of Commissioning and Placements |
| Summary of Assessment (completed at conclusion of assessment to be used as equalities comments on council reports) These proposals affect a total of 27 members of permanent staff. The highest proportion of staff affected are aged 35-44 (30%) and 45-54 (48%). Overall 81% of staff affected are BME, compared to 71.2% of the wider council, 63% are female, |

compared to 69% in the wider council profile and 11% are declared as disabled, compared to 7% in the wider council profile.

The proposals represent a service closure, all staff affected will be referred to the council's redeployment pool.

**STAFF RESTRUCTURES - EqIA SCREENING TOOL
TO IDENTIFY IF A FULL STAFF EqIA IS NEEDED**

Is a full Equalities Impact Assessment required?

- If the answer to any of the questions below is yes, consideration must be given to undertaking a full EqIA.
- If the answers to the questions below are no you do not need to undertake a Full Staff EqIA, however you will need to provide a detailed explanation for this decision at Q5 below.

- 1. Could the proposed staff restructuring have an adverse impact of 5% or more on the service/ business unit profile for any of the equalities protected characteristics age, disability, race, sex (gender)?** Yes – Please see full Staffing Equality Impact Assessment
- 2. Could the proposed staff restructuring have an adverse impact on staff with other protected characteristics of pregnancy / maternity, religion or belief, sexual orientation, or gender reassignment?** Yes – Please see full Staffing Equality Impact Assessment
- 3. Does the proposal have an affect on service users or the wider community?** Yes– Please see full Service Delivery Equality Impact Assessment
- 4. By taking particular measures could a positive impact result?**
Staffing – No: With regards to staffing, the proposal relates to a service closure
Service Delivery – Yes: Please see Service Delivery Equality Impact Assessment.
- 5. If the answers to the above questions are no you do not need to undertake a Full Staff EqIA. However, you will need to provide a clear explanation for not doing this below.** Please see full Staffing Equality Impact Assessment

**FULL STAFFING EqIA - PART 1
TO ASSIST WITH PLANNING THE RESTRUCTURE AND ISSUED AS PART OF
THE CONSULTATION WITH STAFF/ UNIONS ON THE STRUCTURE**

Step 1: Background

Please summarise and provide brief answers in order to provide the reasons for these changes.

Please also provide a copy of the committee report or delegated authority as appropriate.

1. Summarise the proposals/ changes you are proposing to make? (for example opening a new unit or closing an existing one)

The proposal set out in the Cabinet report 'Options for the Future of Directly Provided Children's Homes' is for consultation on the closure of the two Local Authority run children's homes in Haringey.

2. What are the reasons for making these changes?

The proposals have been developed in response to concerns that outcomes for young residents are less positive in some cases than might be expected, the homes are not well placed strategically, do not provide value for money within the current market availability of residential homes, and are under used. It is believed that there is sufficient good quality accommodation for Haringey's looked after young people in the local private and voluntary sector and that some of the money saved can be reinvested in early intervention services to help prevent young people entering the care system. The intention is to provide care at a higher quality than previously provided for this group. This is in line with the determination to ensure that all placements for Haringey's looked after children are recognised by external assessment as good or outstanding within a short timeframe, and to secure better value for money in service delivery.

The timescales of these proposals and the short/medium term statements of purpose of the homes, mean that the children currently resident at Homes A and B will have already finished their placements at the homes and moved into their new planned placements ahead of any proposed closures and would not therefore be impacted by the proposals. The proposed closures will therefore only affect a small number of children (up to a maximum of 14 across both homes at any one time) who may have in future been placed in these homes.

The Council has a general duty to children in need within the Borough to provide accommodation in accordance with the criteria prescribed by Sections 20 and 21 of the Children Act 1989. However, the council is not required to fulfill this duty through direct provision.

3. Are existing staff likely to be affected and if so how many and in what ways?

27 members of permanent staff would be affected by these proposals. In addition there is one member of casual staff affected and 16 vacant posts that would be deleted. All staff will be referred to the redeployment pool. The formal redeployment period runs concurrently with an employee's notice period, during which the Council is committed to trying to redeploy staff facing redundancy into suitable alternative posts,

Step 2: Workforce profile analysis

The specific duty introduced by the government to support the Equality Act 2010 requires the Council to publish annual workforce data covering the age, disability, gender and race profile of staff at every level of the organisation. You should therefore gather all relevant data that will help you assess whether presently, there are differential outcomes i.e. non, under or over represented in relation to the Council staff profile (for the most recent financial year of the proposal) and the Borough Profile. Analyse the information in terms of representation and grade for age, disability, race, sex (gender).

The HR Metrics team can help you with this data.

The tables below detail equalities information for the (insert number) officers included in the restructure by equality strands.

Table 1: Age

Highlight any grade groups that are under / over represented (5% or more) compared with the council profile or where relevant the borough profile.

| Age group | | 16 - 24 | | 25 - 34 | | 35 - 44 | | 45 - 54 | | 55 - 64 | | 65+ | |
|------------------|-----------------|-----------|------------------|-----------|------------------|-----------|------------------|-----------|------------------|-----------|------------------|-----------|------------------|
| Grade Group | Total No. Staff | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group |
| SC1-SC5 | 1 | | | | | | | 1 | 100% | | | | |
| SC6-SO1 | 15 | | | 1 | 7% | 5 | 33% | 7 | 47% | 2 | 13% | | |
| PO1-PO3 | 9 | | | 3 | 33% | 3 | 33% | 3 | 33% | | | | |
| PO4-PO7 | 2 | | | | | | | 2 | 100% | | | | |
| PO8+ | | | | | | | | | | | | | |
| Totals | 27 | 0 | 0% | 4 | 15% | 8 | 30% | 13 | 48% | 2 | 7% | 0 | 0% |
| Council Profile | 3612 | 58 | 2% | 644 | 18% | 911 | 25% | 1324 | 37% | 636 | 18% | 39 | 1% |
| *Borough Profile | 225,000 | 26300 | 11.7 | 46700 | 20.7 | 41100 | 18.3 | 29100 | 13 | 17600 | 7.8 | 20600 | 9.5 |

* Mid year estimates 2010

Overall, the staffing profile indicates that most staff affected are aged 35-44 (30%) and 45-54 (48%). The proportions of staff in these age groups are both higher than the wider council profile (25% and 37% respectively). Staff aged 55-64 are under represented in the staff group affected compared to the wider council profile (7% compared to 18%).

When analysed by grade-group, 100% of the staff in the lowest grade group (Sc1-Sc5) and the highest grade group (PO4-PO7) are aged 45-54, this represents a total of 3 members of staff.

Table 2: Disability

Highlight any grade groups that are under / over represented (5% or more) compared with the council profile or where relevant the borough profile.

| Grade Group | Total No. staff | Disabled Staff | | Non disabled staff | | Not declared | | % Disabled in Council Grade Group |
|---------------|-----------------|----------------|------------------|--------------------|------------------|--------------|------------------|-----------------------------------|
| | | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | |
| SC1-SC5 | 1 | | | | | 1 | 100% | 8% |
| SC6-SO1 | 15 | 3 | 20% | 9 | 60% | 3 | 20% | 9% |
| PO1-PO3 | 9 | | | 4 | 44% | 5 | 56% | 6% |
| PO4-PO7 | 2 | | | 1 | 50% | 1 | 50% | 6% |
| PO8+ | | | | | | | | 3% |
| Totals | 27 | 3 | 11% | 14 | 52% | 10 | 37% | 7% |

Overall 11% of the staff affected are declared as disabled – this compares to the wider council profile of 7%. These staff are all SC6-SO1, which represents 20% of the grade group (compared to 9% in the wider council profile for this grade group).

Table 3: Race

Highlight any grade groups that are under / over represented (5% or more) compared with the council profile or where relevant the borough profile.

| Grade Group | Total Staff | Black | | Asian | | Mixed | | Other | | White Other | | BME Total | | White UK | | Not Declared | |
|-----------------|-------------|-----------|------------------|-----------|------------------|-----------|------------------|-----------|------------------|-------------|------------------|-----------|------------------|-----------|------------------|--------------|------------------|
| | | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group |
| SC1-SC5 | 1 | | | | | | | | | | | | | 1 | 100% | | |
| SC6-SO1 | 15 | 9 | 60% | 1 | 7% | | | | | 1 | 7% | 11 | 73% | 4 | 27% | | |
| PO1-PO3 | 9 | 8 | 89% | | | | | | | 1 | 11% | 9 | 100% | | | | |
| PO4-PO7 | 2 | 2 | 100% | | | | | | | | | 2 | 100% | | | | |
| PO8+ | 0 | | | | | | | | | | | | | | | | |
| Totals | 27 | 19 | 70% | 1 | 4% | 0 | 0% | 0 | 0% | 2 | 7% | 22 | 81% | 5 | 19% | 0 | |
| Council Profile | 3612 | 1478 | 41% | 277 | 8% | 125 | 3% | 110 | 3% | 581 | 16% | 2571 | 71% | 988 | 27% | 53 | 1% |

| | | | | | | | | | | | | | | | | | |
|-----------------|---------|-------|------|-------|-----|------|-----|------|-----|-------|------|--------|------|--------|------|-----|-----|
| Borough Profile | 225,500 | 35900 | 15.9 | 21500 | 9.5 | 9900 | 4.4 | 8500 | 3.8 | 34200 | 15.1 | 110000 | 48.8 | 115600 | 51.3 | --- | --- |
|-----------------|---------|-------|------|-------|-----|------|-----|------|-----|-------|------|--------|------|--------|------|-----|-----|

* Mid year estimates 2009

Overall 81% of staff affected are BME, compared to 71% of the wider council profile – the majority of BME staff affected are of black ethnicities (70%) this is compared to 41% of the council profile. When broken down by grade group, 73% of Sc6-SO1 staff affected are BME and 100% of both PO1-3 and PO4-7 staff affected are BME.

Overall white UK staff are under represented in the staff group affected compared to the wider council profile (19% compared to 27%) (this accounts for 100% of the Sc1-5 grade group – representing 1 member of staff and 27% of the Sc6-SO1 grade group, representing 4 members of staff).

White Other staff represent 7% of the overall staff group and 7% and 11% of the Sc6-SO1 and PO1-PO3 grade groups respectively. This is lower than the wider council profile of 16%. One member of staff affected is of Asian ethnicity which represents 4% of the staff group affected, compared to 8% of the wider council profile. There are no staff of mixed, or other ethnicities in the staff group affected.

Table 4: Sex (formerly Gender)

Highlight any grade groups that are under / over represented (5% or more) compared with the council profile or where relevant the borough profile.

| Grade Group | Total No. Staff | Male Staff | | Female Staff | | % Females in Council grade group | % Females in Borough |
|---------------|-----------------|------------|------------------|--------------|------------------|----------------------------------|----------------------|
| | | No. Staff | % of Grade Group | No. Staff | % of Grade Group | | |
| SC1-SC5 | 1 | 1 | 100% | | | 71 | |
| SC6-SO1 | 15 | 3 | 20% | 12 | 80% | 75 | |
| PO1-PO3 | 9 | 5 | 56% | 4 | 44% | 63 | |
| PO4-PO7 | 2 | 1 | 50% | 1 | 50% | 64 | |
| PO8+ | | | | | | 53 | |
| Totals | 27 | 10 | 37% | 17 | 63% | 69 | 49 |

Overall 37% of staff affected are male and 63% are female, this is a slightly lower proportion of female staff compared to the wider council profile of 69%. The highest proportion of female staff is in the SC6-SO1 grade group (80%). In the higher grade groups affected, 44% and 50% of staff are female.

Data Comparisons

In the table below, compare the existing profile of the staff affected by the reorganisation against both the Council staff profile and the borough profile according to equalities protected characteristics. Please provide a comment only where there is an impact of more than 5% difference compared to the council profile or where relevant the borough profile.

| Protected Characteristics | Council staff Profile (Excl Schools) September 2011 % | Borough Profile (mid year estimate 2009) % | Staff affected Profile % | Comment |
|---|--|---|--|--|
| Age 16-24 25-34 35-44 45-54 55-64 65+ | 1.6 17.8 25.2 36.7 17.6 1.1 | 11.7 20.7 18.3 13.0 7.8 9.5 | 0% 15% 30% 48% 7% 0% | Overall, the staffing profile indicates that most staff affected are aged 35-44 (30%) and 45-54 (48%). The proportions of staff in these age groups are both higher than the wider council profile (25.2% and 36.7% respectively). Staff aged 55-64 are under represented in the staff group affected compared to the wider council profile (7% compared to 17.6%). |
| Race Black / Asian / Mixed / Other Ethnic Group White Minorities BME Total (BME including Black / Asian / Mixed / Other Ethnic & White Minorities) White British | 55.1 16.1 71.2 27.4 | 33.7 15.1 48.8 51.3 | 74% 7% 81% 19% | 74% of staff affected are of black, asian, mixed or other ethnic groups, compared to 55.1% of the wider council profile. The majority of BME staff affected are of black ethnicities (70%) this is compared to 41% of the council profile. White Other groups are under represented in the staff group affected. Overall 81% of staff affected are BME, compared to 71.2% of the wider council. White British staff are under represented in the staff group affected compared to the wider council profile. |
| Gender Male Female | 31.4 68.6 | 50.7 49.3 | 37% 63% | Overall 37% of staff affected are male and 63% are female, this is a slightly lower proportion affected compared to the wider council profile of 68.6% female staff. |
| Disability | 7.3 | 7.6 (NOMIS Feb 2010 % of working age pop claiming ESA or incapacity benefits) | 11% | 11% of staff affected are declared as disabled, this slightly higher than the wider council profile (7.3%). |

STEP 3: Assess the likely impact of the proposal and how this can be addressed

Using the information that you have gathered and analysed at step 2, outline the likely impact on staff and any mitigating actions that can be taken to address the impact.

This section will be completed prior to the sign off process for the new structure. This needs to be assessed at this stage as you need to measure the likely impact before you make the final decision to continue.

- 1. Highlight any protected groups/ grades that are likely to be under/ over represented in the new structure compared to their population size with Haringey workforce and the Borough profile? (Need to consider race, sex (gender), age and disability, plus the potential impact on pregnancy and maternity, religion or belief, sexual orientation)***

No new structure is proposed as these proposals relate to a service closure. Please see response to question 4 for the identified impact on the wider CYPS directorate structure.

- 2. If yes, what groups are impacted upon and in what way?***

- 3. Has the ring fencing maximised the opportunity for all staff to apply for relevant jobs, please explain your answer?***

There are no ringfences as these proposals relate to a service closure.

- 4. If you are closing a service will this closure worsen any significant under representation of protected characteristics in the wider Business Unit or Directorate?***

The proposals relate to 27 staff which represents 3.4% of the CYPS directorate.

The highest proportion relates to BME staff (22 members of staff) however this group of staff are not under represented in the wider Directorate staff profile. The proposals would reduce the current proportion of BME staff in the CYPS directorate from 78% to 75%, this is still above the wider council profile of 71.2%.

Within the BME staff affected, when analysed by ethnic group, the greatest proportion of staff affected are of black ethnicities – this represents 19 members of staff and would reduce the proportion of black staff in CYPS from approximately 35% to 32% - this is lower than the wider council profile of 41%.

The proposals do not significantly affect the proportion of any other protected characteristic group in the directorate.

5. Can any of the impacted staff be accommodated elsewhere within the reorganised structure or can you amend the proposed new structure to accommodate them?

No, these proposals relate to a service closure.

Date Part 1 completed - 17/02/12

**PART 2
TO BE COMPLETED AT THE END OF CONSULTATION WITH STAFF/ UNIONS
AND OTHER STAKEHOLDERS ON THE STRUCTURE**

STEP 4: Consultation

Consultation is an essential part of the impact assessment process. If there has been recent consultation which has highlighted the issues that you have identified in Steps 2 and 3 use it to inform your assessment. If there has been no consultation relating to the issues, then you will have to carry out consultation to assist your assessment. Make sure that you reach all of those who are likely to be affected by the proposal, ensuring that you cover all equality strands. Do not forget to give feedback to the people you have consulted, stating how you have responded to their issues and concerns.

You can refer to, or include comments from a committee report or delegated authority if relevant.

1) What involvement and consultation activities have you undertaken in relation to: senior management, staff and unions and where relevant, stakeholders?

Indicate where applicable:

- a) Senior Management - The formal staff consultation process in connection with the proposal to close the Residential Homes commenced on 8th February 2012 and ended on 9th March 2012.

Senior Managers met with Trade Union representatives on 24th January 2012 to explain the position. Trade Union representatives were present at the meetings with staff on 26th January and 8th February 2012. A meeting was held on 23rd March 2012 to verbally feedback to staff about the consultation.

Since that date, the Head of Service for Commissioning and Placements has been available to meet with staff on the following dates and has visited the Homes for that reason: 20th February, 24th February, 2nd March, 7th March. Follow up emails have been issued to all staff, on 8th February, 15th February, 24th February, 28th February, 1st March, 7th March, 19th March, 20th March and 27th March. Emails outlined the process for staff and provided regular updates on available vacancies, and related processes, as requested by staff.

- b) Staff – see above
- c) Unions – see above
- d) Stakeholders - Please see Service Delivery EqIA for details of the service user consultation undertaken.

The main issues raised through the staff and union consultation were around service delivery and can be found with responses below. The full consultation notes and management responses can be found in Appendix C and D of the report to Corporate Committee (15th May 2012).

- Some children received at the children's homes are often very difficult to deal with and they wouldn't necessarily fit into a foster care environment.
Specialist trained foster carers will be developed and recruited to meet the needs of any young person who needs foster care.
 - The availability and capacity of Haringey foster carers
The service is currently strengthening commissioning arrangements with Independent Fostering Agencies to secure additional capacity.
 - The assumption is that it is cheaper to use other Private and Voluntary Sector homes and however staff suggested that they believe there are hidden costs.
Additional costs (such as the differential in 1:1 staffing where needed) are minimal and can be negotiated. Overall, savings are very significant compared to the cost of running the LA children's homes.
 - A need for short term bed space
We are working to equip foster carers who can respond to emergencies and can deal with specialist/difficult situations.
 - Staff raised concerns about closing homes before early intervention set up
There are a number of aspects of the early intervention work that are already in place and currently being developed:
 - ***The number of children in care has reduced by 50 over the last 6 months.***
 - ***We are examining our care population to make sure that the right young people are in care and that young people can be supported at home where that is safe.***
 - ***We have increased the number of fostering arrangements***
 - ***33 family members have had children placed with them in the last year.***
 - ***The Multi-systemic Therapy project will work with 14 children to explore and develop other services, including ongoing work from a rapid response.***
- 2) What changes will be made to the proposal as a result of the consultation?
No further changes to the proposal have been made.

STEP 5: Consider mitigation measures and their implications

You need to be able to show what actions you are / will take to mitigate against any adverse impact. If there is any adverse impact that cannot be justified, you need to consider any changes needed to the proposal to prevent this from happening, including stopping the proposal.

1) *What have you done or will do to redress or reduce any likely negative impact for employees?*

It is proposed that affected staff will be considered for any suitable alternative opportunities within CYPs during the consultation period whilst taking into account service delivery needs. The formal redeployment period runs concurrently with an employee's notice period, during which the Council is committed to trying to redeploy staff facing redundancy into suitable alternative posts, however in the current financial situation, opportunities are likely to be limited.

2) *Is there any evidence that the proposals could unlawfully discriminate against particular equality groups as employees unlawfully directly or indirectly, and if yes please explain what actions you are taking to prevent this?*

No

3) *Can any of the staff groups who have been displaced be accommodated elsewhere within the organisation?*

Please see 1) above

4) *Are there employment law issues which may have implications for your proposal?*

The staff and union consultation process and staffing restructure has been undertaken in line with all current employment laws and regulations.

STEP 6: Assess and review the final structure

Once the final structure is in place please set out the equalities profile of the new structure and set out the future arrangements for monitoring and review.

- 1. Comparing the staff profile in the new structure with the previous structure, please indicate any changes that have resulted in a positive/ negative impact for any staff equality group, and if so which groups? Can the impact be justified and if so explain?**

No new structure is proposed as these proposals relate to a service closure.

The proposals relate to 27 staff which represents 3.4% of the CYPS directorate.

The highest proportion relates to BME staff (22 members of staff) however this group of staff are not under represented in the wider Directorate staff profile. The proposals would reduce the current proportion of BME staff in the CYPS directorate from 78% to 75%, this is still above the wider council profile of 71.2%.

Within the BME staff affected, when analysed by ethnic group, the greatest proportion of staff affected are of black ethnicities – this represents 19 members of staff and would reduce the proportion of black staff in CYPS from approximately 35% to 32% - this is lower than the wider council profile of 41%.

The proposals do not significantly affect the proportion of any other protected characteristic group in the directorate.

- 2. What arrangements have been set up to monitor and review the implementation of the new structure?**

N/A – these proposals relate to a service closure

- 3. Consider any new additional information that has arisen that may require you to review the service(s) affected by this proposal, (i.e. future cuts, outcomes of other reorganisations, and the impact on services).**

N/A – these proposals relate to a service closure

- 4. Outline any steps to propose to take to address this below with appropriate timescales.**

N/A – these proposals relate to a service closure

STEP 7: Sign-off and publication

There is a legal duty to publish the results of impact assessments. The reason is not simply to comply with the law but to make the whole process and its outcome transparent and have a wider community ownership. You should summarise the results of the assessment and intended actions and publish them.

ASSESSED BY (Author of the proposal)

NAME: Wendy Tomlinson

DESIGNATION: Head of Commissioning and Placements, Children and Families

SIGNATURE:

DATE: 04/04/12

QUALITY CHECKED BY (Policy, Equalities and Partnerships Team)

NAME: Arleen Brown and Helena Pugh

DESIGNATION: Senior Policy Officer/Policy and Equalities Manager

SIGNATURE: *Helena Pugh*

DATE: 16/04/12

SIGNED OFF BY (On behalf of the Directorate Management Team)

NAME: Debbie Haith

DESIGNATION: Deputy Director, Children and Families

SIGNATURE:

DATE:

Note – Please send an electronic copy of the EqIA to Policy Equalities and Partnerships Team; it will then be published on the council website.

Appendix 1 – Haringey Council Workforce Analysis (excluding Schools) Equalities Data September 2011

| Race Analysis | | | | | | | | | | | | | | | | | |
|------------------------|-------------|-------|----|-------|----|-------|---|-------|---|------------------|----|-----------|----|--------|----|--------------|-----|
| Grade Group SC1-SC5 | Total Staff | Black | | Asian | | Mixed | | Other | | White Minorities | | BME Total | | White | | Not Declared | |
| | | No | % | No | % | No | % | No | % | No | % | No | % | No | % | No | % |
| SC1-SC5 | 1345 | 742 | 55 | 97 | 7 | 43 | 3 | 48 | 4 | 149 | 11 | 1079 | 80 | 245 | 18 | 21 | 2 |
| SC6-SO2 | 895 | 378 | 42 | 78 | 9 | 34 | 4 | 26 | 3 | 164 | 18 | 680 | 76 | 210 | 23 | 5 | 1 |
| PO1-PO3 | 615 | 196 | 32 | 58 | 9 | 23 | 4 | 17 | 3 | 121 | 20 | 415 | 67 | 195 | 32 | 5 | 1 |
| PO4-PO7 | 540 | 141 | 26 | 34 | 6 | 20 | 4 | 13 | 2 | 115 | 21 | 323 | 60 | 201 | 37 | 16 | 3 |
| PO8+ | 217 | 21 | 10 | 10 | 5 | 5 | 2 | 6 | 3 | 32 | 15 | 74 | 34 | 137 | 63 | 6 | 3 |
| Council Profile | 3612 | 1478 | 41 | 277 | 8 | 125 | 3 | 110 | 3 | 581 | 16 | 2571 | 71 | 988 | 27 | 53 | 1 |
| *Borough Profile | 225,500 | 35900 | 16 | 21500 | 10 | 9900 | 4 | 8500 | 4 | 34200 | 15 | 110000 | 49 | 115600 | 51 | --- | --- |

*Mid year estimates 2009

| Sex (formerly gender) Analysis | | | | | |
|--------------------------------|-------------|--------|----|--------|----|
| Grade band | Total Staff | HGY | | | |
| | | Female | | Male | |
| | | No. | % | No. | % |
| SC1-SC5 | 1345 | 957 | 71 | 388 | 29 |
| SC6-SO2 | 895 | 673 | 75 | 222 | 25 |
| PO1-PO3 | 615 | 385 | 63 | 230 | 37 |
| PO4-PO7 | 540 | 348 | 64 | 192 | 36 |
| PO8+ | 217 | 115 | 53 | 102 | 47 |
| Council Profile | 3612 | 2478 | 69 | 1134 | 31 |
| *Borough Profile | 225000 | 110900 | 49 | 114100 | 51 |

*Mid year estimates 2010

Appendix 1 – Haringey Council Workforce Analysis (excluding Schools) Equalities Data September 2011

| Age Analysis | | | | | | | | | | | | | |
|------------------|-------------|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|
| Grade band | Total Staff | 16<25 | | 25<35 | | 35<45 | | 45<55 | | 55<65 | | 65+ | |
| | | No. | % | No. | % | No. | % | No. | % | No. | % | No. | % |
| SC1-SC5 | 1345 | 46 | 3 | 195 | 14 | 273 | 20 | 497 | 37 | 305 | 23 | 29 | 2 |
| SC6-SO2 | 895 | 11 | 1 | 204 | 23 | 254 | 28 | 289 | 32 | 133 | 15 | 4 | 0 |
| PO1-PO3 | 615 | 1 | 0 | 154 | 25 | 177 | 29 | 225 | 37 | 56 | 9 | 2 | 0 |
| PO4-PO7 | 540 | 0 | 0 | 80 | 15 | 163 | 30 | 210 | 39 | 85 | 16 | 2 | 0 |
| PO8+ | 217 | 0 | 0 | 11 | 5 | 44 | 20 | 103 | 47 | 57 | 26 | 2 | 1 |
| Council Profile | 3612 | 58 | 2 | 644 | 18 | 911 | 25 | 1324 | 37 | 636 | 18 | 39 | 1 |
| *Borough Profile | 225,000 | 26300 | 12 | 46700 | 21 | 41100 | 18 | 29100 | 13 | 17600 | 8 | 20600 | 10 |

*Mid year estimates 2010

| Disabled | | | | | |
|-----------------|-------------|----------|---|--------------|----|
| Grade band | Total Staff | Disabled | | Non Disabled | |
| | | No. | % | No. | % |
| SC1-SC5 | 1345 | 104 | 8 | 1241 | 92 |
| SC6-SO2 | 895 | 82 | 9 | 813 | 91 |
| PO1-PO3 | 615 | 38 | 6 | 577 | 94 |
| PO4-PO7 | 540 | 33 | 6 | 507 | 94 |
| PO8+ | 217 | 6 | 3 | 211 | 97 |
| Council Profile | 3612 | 263 | 7 | 3349 | 93 |

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